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SECOM-D-303
9 January 1978

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MEMORANDUM FOR:

[REDACTED]
Acting Deputy to the DCI for the
Intelligence Community

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FROM:

[REDACTED]
Acting Chairman, DCI Security Committee

SUBJECT:

Organizational Options for DCI Security
Policy Staff

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Attached in response to your request is an options paper addressing pro's and con's of possible organizational arrangements for the DCI's security policy staff support function. This is forwarded without a proposed memorandum from you to the DCI, because we understand that you plan to provide these options to the DCI when you discuss informally with him the desirability of deferring decision on this subject until [REDACTED] has had time to familiarize himself with the issue.

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Attachment:
Options Paper

cc: D/OPP

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ORGANIZATIONAL PLACEMENT OPTIONS FOR THE DCI SECURITY POLICY STAFF

Four organizational options appear possible for the DCI Security Policy Staff. They are:

Option 1. Reporting to the Deputy to the DCI for Budget and Evaluation, as a separate entity or as part of his staff for policy and planning. This would essentially continue the present arrangement where under the DCI Security Committee staff is an element of the Intelligence Community Staff, associated with its Office of Policy and Planning.

Option 2. Reporting to a possible new deputy for administration as a separate entity. This would link the security policy function with the administrative "services of common concern" provided under DCI direction.

Option 3. Amalgamating the staff with the CIA Office of Security, and having the Community security policy functions performed as an additional duty by the CIA Director of Security.

Option 4. Reporting directly to the DCI independently of any functional deputies. This would be comparable to the organizational arrangements for the General Counsel, Inspector General, etc.

Pro's and con's pertaining to each option are set forth below:

Option 1. Reporting to the Deputy to the DCI for Budget and Evaluation.

Pro

a. Strongly emphasizes the Community nature of the security policy function, and ensures greater acceptance of its actions by Community member agencies.

b. Links the security policy function with the DCI policy and planning function. This will ensure better coordination of security policies with overall DCI policy on the collection and use of intelligence.

c. Helps ensure that the security policy function maintains a good overview of significant Community security interests through being separated from the day-to-day implementation of security procedures within Community agencies.

d. Assures the independence of the security policy function from the parochial concerns of any given agency.

e. Places the security policy function on a more equal footing with collectors, consumers, and administrators in discussions on what should be protected and how.

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Con

a. Tends to maintain a relatively subordinate role for security policy vis-a-vis legal considerations bearing on security (e.g., legislation on security protection, determinations on litigated or disputed classifications), since Office of General Counsel has direct access to the DCI.

Option 2. Reporting to a new Deputy to the DCI for Administration.

Pro

a. Facilitates close interface between the security policy function and services of common concern which bear on security such as communications and data processing.

Con

a. Deemphasizes the policy equity in security by grouping the function with administrative services of common concern which essentially carry out policy determined elsewhere.

b. Degrades the Community nature and acceptability of the security policy function by linking it with components from a single agency (CIA).

c. Weakens the effectiveness and scope of security policy formulation by separating the function from the DCI policy and planning functions.

Option 3. Amalgamating the function with the CIA Office of Security.

Pro

a. Makes the resources and experience of CIA's Office of Security available to back up the security policy function.

Con

a. Significantly degrades the Community character of the function, and takes away the appearance of disinterested impartiality needed to ensure effective Community participation in and acceptance of security policy actions.

b. Would be viewed by non-CIA agencies as a return to disadvantageous arrangements of the past--until mid-1974, such Community security functions as existed were performed as an additional duty by CIA's Office of Security.

c. Diminishes the policy role through separating the function from Community policy and planning forums concerned with questions of collection and use of intelligence which influence security concerns.

d. Weakens the ability to take broad view of security and to suggest innovative approaches because of involvement in the day-to-day security problems which would be of major concern to the Office of Security.

Option 4. Reporting directly to the DCI.

Pro

a. Enhances the ability of the security policy function to deal on at least an equal basis with entities concerned with collection, use, and legal considerations in the development of security policies balancing the full range of Community interests.

b. Helps ensure that DCI security policies are properly carried out, through having the authority deriving from direct access to the DCI.

c. Gives strong emphasis to the Community role of the DCI in his statutory responsibility for the protection of intelligence sources and methods.

d. Provides the potential for an effective DCI security oversight role in the Community.

e. Ensures complete independence of the security policy function from the parochial interests of any Community agency or component.

Con

a. Does not provide for close association of security policy information with the DCI policy and planning function, and thereby risks potential disconnects.

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